

# State of Wisconsin

## Department of Military Affairs

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2400 Wright Street  
PO Box 14587  
Madison, WI 53708-0587

## Affirmative Action Plan


For the period of

**June 1, 2008 – June 30, 2011**

*\* We have reviewed and firmly endorsed the content of this affirmative action plan. Being an integral part of the State of Wisconsin as an employer, we are committed to ensuring equal opportunity, freedom from discrimination, and affirmative action in compliance with state laws and policies as well as federal laws. This means that affirmative action/equal opportunity principles will be applied to all employment policies, procedures and programs, wherever it's appropriate. This is consistent with Wisconsin's leadership and progress in achieving and assuring diversity in the work place.*

**Appointing Authority**

Brig General Donald P. Dunbar  
The Adjutant General

  
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**Affirmative Action Officer**

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Date of Submission to OSER

5/1/2008

## **Foreword**

As in any effective business plan, a strategic affirmative action (AA) plan lays out the goals, strategy and actions that will be evaluated on a regular basis to ensure progress of the plan. The purpose of an AA plan is to ensure equal employment opportunities for applicants and employees who are racial/ethnic minorities, women, and persons with disabilities. Essentially an AA plan is a measured remedy that addresses the underlying causes of workforce underutilization and any adverse impacts of personnel practices for racial/ethnic minorities, women, and persons with disabilities.

Any goals which have been established in this AA plan are not intended as rigid, inflexible quotas that must be met, but rather as targets reasonably attainable by applying every good faith effort in the plan's implementation. Neither the use of goals and timetables in this AA plan nor the effect of such goals and timetables is intended to discriminate in employment against any individual or group of individuals who are not themselves the beneficiaries of affirmative action. This AA plan is not intended to sanction the discriminatory treatment of any person. It has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (29 C.F.R. Part 1608).

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# **I. Department of Military Affairs Affirmative Action/Equal Employment Opportunity Policy Statement for State Employment**

- A. The Department of Military Affairs' policy and practice at all levels and locations assures the active and positive implementation of federal, state, local and departmental Affirmative Action/Equal Employment Opportunity (AA/EEO) laws, executive orders, policies, plans, rules and regulations. The commitment will be honored in all of our employment and personnel activities and transactions. The Department of Military Affairs will carry out its AA/EEO responsibilities in accordance with Chapter 230 and Chapter 111 of Wisconsin Statutes and the Wisconsin Fair Employment Law. The following AA/EEO laws and executive orders shall also apply to the effectiveness of the plan:

The Equal Pay Act of 1963;

Title VII of the Civil Rights Act of 1964;

Age Discrimination in Employment Act of 1967;

Sections 503 and 504 of the Rehabilitation Act of 1973;

Federal Executive Order 11246;

Americans with Disabilities Act of 1990;

Civil Rights Act of 1991 as amended;

Wisconsin Executive Order 28;

Other laws, regulations or executive orders that may apply to the effectiveness of the Department plan.

- B. This agency is committed to equal employment for all persons regardless of race, creed, religion, sex, color, sexual orientation, national origin or ancestry, age, disability, marital status, political affiliation, arrest or conviction record except for certain types of positions, membership in the National Guard, state defense force or any other reserve component of the military forces of the United States or this state. Retaliation is also a form of discrimination and as such is prohibited. The agency will implement the following statutory requirements regarding arrest and conviction record:

1. Will not request information regarding any arrest or conviction record other than a record of a pending charge except when employment depends upon bondability or military or federal security including the requirement to carry firearms.
  2. Ensure that this agency will not refuse to hire, employ, bar or terminate any person from employment or be discriminatory in regard to promotion, compensation, terms, conditions or privileges of employment or otherwise discriminate because of a person's arrest or conviction record except when:
    - a. The person has either a pending criminal charge or a conviction, the circumstances of which substantially relate to the circumstances of the job including the requirement to carry firearms and/or location the person holds or is applying for.
    - b. The person is not bondable where bondability is required by law, regulation or established business practice.
    - c. The person cannot qualify for clearance for access to military or federal emergency management information when required as part of the job.
- C. Equal employment opportunity is a legal, social and economic necessity for the Department of Military Affairs. This agency is committed to the implementation of affirmative action for the elimination of all past and present effects of discrimination and to provide equal employment opportunities. This agency recognizes the need to take affirmative action in the hiring or promotions of classified, LTE, project or unclassified positions for racial/ethnic groups, females or persons with disabilities. The agency will make every effort to increase the employment of underrepresented groups. The plan for implementing the above will include outreach, recruitment, training and other activities and commitments.
- D. Affirmative Action/Equal Opportunity principles will offset all employment practices including, but not limited to, recruitment, certification, selection, job assignments, working conditions, fringe benefits, compensation, training, transfer, layoffs, disciplinary actions, terminations, promotions and testing.
- E. Through its affirmative action plan development, implementation and monitoring to achieve equal employment opportunity, the agency has vested the primary responsibility for affirmative action with its Affirmative Action Officer, Ms. Lynn Boodry, as well as, division administrators, directorates and related administrative and supervisory staff. Management performance will continue to be evaluated at least annually on their support to affirmative action against criteria developed by the agency. Position descriptions shall include a description of their affirmative action responsibilities.
- F. As stated in the work rules, this agency will not tolerate any type of harassment. This includes, but is not limited to harassment on the basis of race, color, sex, national origin, age, disability or other protected groups. Harassment in service delivery is also prohibited by this department. All executives, management, supervisors and all other employees shall ensure that any form of harassment-type activities will be prevented and eliminated.
- G. The Employee Discrimination Complaint Policy is established to address employee's employment discrimination complaints on the basis of race, creed, religion, marital status,

color, sex, sexual orientation, national origin or ancestry, age, disability, harassment, arrest, conviction, political affiliation or membership in the National Guard, state defense force or any other reserve component of the military forces of the United States or this state. This policy will be distributed to all employees in the DMA State Employee and Supervisors Bulletin. If employees have a complaint, they should first contact their supervisor, or if this is not the appropriate level or if a complaint is not resolved with their supervisor, then contact the State Affirmative Action Office, Ms. Lynn Boodry, (608) 242-3163, regarding any complaints alleging discrimination and harassments.

- H. Retaliation against an employee who files a discrimination complaint is a form of discrimination which is against the law and will not be tolerated.
- I. This agency will provide reasonable accommodations for persons with disabilities, at their request, to ensure equal access to employment and all benefits associated with employment. An individual who has a disability is defined by the Americans with Disabilities Act (ADA) as:
  - 1. Having an impairment that limits major life activities;
  - 2. Having a record of such an impairment; or
  - 3. Being perceived as having such impairment.

Efforts to provide reasonable accommodations include, but are not limited to:

- 1. Making facilities accessible;
  - 2. Acquisition or modifications of equipment; or
  - 3. Assignment of an employee who becomes disabled and unable to perform his or her original duties to an alternative position with comparable pay.
- J. Upon the request of an employee, the agency will provide a reasonable accommodation for a religious observance(s) through the following alternatives:
  - 1. Permitting, with supervisory approval, voluntary substitution;
  - 2. Creating a flexible work schedule;
  - 3. Changing the job assignment, or
  - 4. The possibility of transfer.

- K. The Affirmative Action Officer shall monitor and evaluate the performance of this plan. If violations of the plan occur, it will be reported to The Adjutant General or top management to determine appropriate disciplinary action. As required, The Adjutant General will submit a progress report to the Division of Affirmative Action in OSER.
- L. The Department of Military Affairs Affirmative Action Officer, Ms. Lynn Boodry, who is also the Director of State Human Resources, will report directly to the Appointing Authority for the purpose of ensuring equal opportunity in employment in the work force of the Department of Military Affairs.
- M. Violation of the Department of Military Affairs AA/EEO policy will result in appropriate disciplinary action.

## **II. Department of Military Affairs Reasonable Accommodation and ADA Policy and Procedure**

- A. It is the policy of the Department of Military Affairs to provide reasonable accommodations for qualified disabled individuals who are employees or applicants for employment. The Department of Military Affairs will adhere to all applicable federal and state laws, regulations and guidelines with respect to providing reasonable accommodations as required to afford equal employment opportunity to qualified disabled and/or severely disabled individuals. Reasonable accommodations will be provided in a timely and cost effective manner. Employment opportunities shall not be denied because of the need to make reasonable accommodations to an individual's disability.
- B. All requests for reasonable accommodations must be in writing using the Disability Accommodation Request Form (OSER-DAA-10) which may be obtained from the agency's Affirmative Action Officer. All such completed requests are to be submitted to the Department of Military Affairs' Director of State Human Resources/Affirmative Action Officer.
- C. Every two years the Department of Military Affairs provides its employees with the opportunity to self-identify as a person with a disability and/or severe disability and to request reasonable changes or accommodations within their workplace. All new employees are provided this opportunity upon appointment.
- D. The Department of Military Affairs will ensure that the Americans with Disabilities Act (ADA) Title II self-evaluation of services and programs has been completed, a Title II coordinator appointed, and the required grievance procedure established, within the duration of this plan. Since the Director of State Human Resources for DMA is also the Affirmative Action Officer, any actions leading to discipline or termination are reviewed keeping AA/EEO objectives in mind.

### **III. Department of Military Affairs Affirmative Action Officer Notification**

1. The Affirmative Action Officer or designee shall be notified of all LTE and project position openings and given an opportunity to refer qualified individuals to the recruitment pool.
2. The Affirmative Action Officer will be notified of all planned actions which administratively remove or suspend racial/ethnic minorities, women, and persons with disability candidates for all agency-held registers.

### **IV. Department of Military Affairs Affirmative Action Officer Consultation**

The Affirmative Action Officer, who is also the Director of State Human Resources, should be consulted by supervisors when they are considering discipline or termination of racial/ethnic minorities, women and persons with disabilities.



## V. Affirmative Action Goals

Affirmative action (AA) goals are areas where the state/agency workforce is underutilized, as compared to the relevant labor market, for minorities or women. AA goals help provide a focus for an agency's AA plan, and they indicate where the agency needs to apply affirmative action in its employment practices. In this section, agencies shall use the state Underutilization Table provided by OSER/DAA to develop a list of underutilized classifications in the agency for statewide and regional job groups. The identified underutilized job groups are considered as AA goals for the agency. This list will enable supervisors and other staff to easily reference the underutilized classifications in the agency. [Note: AA goals apply to the disabled group for all job groups in the State of Wisconsin.

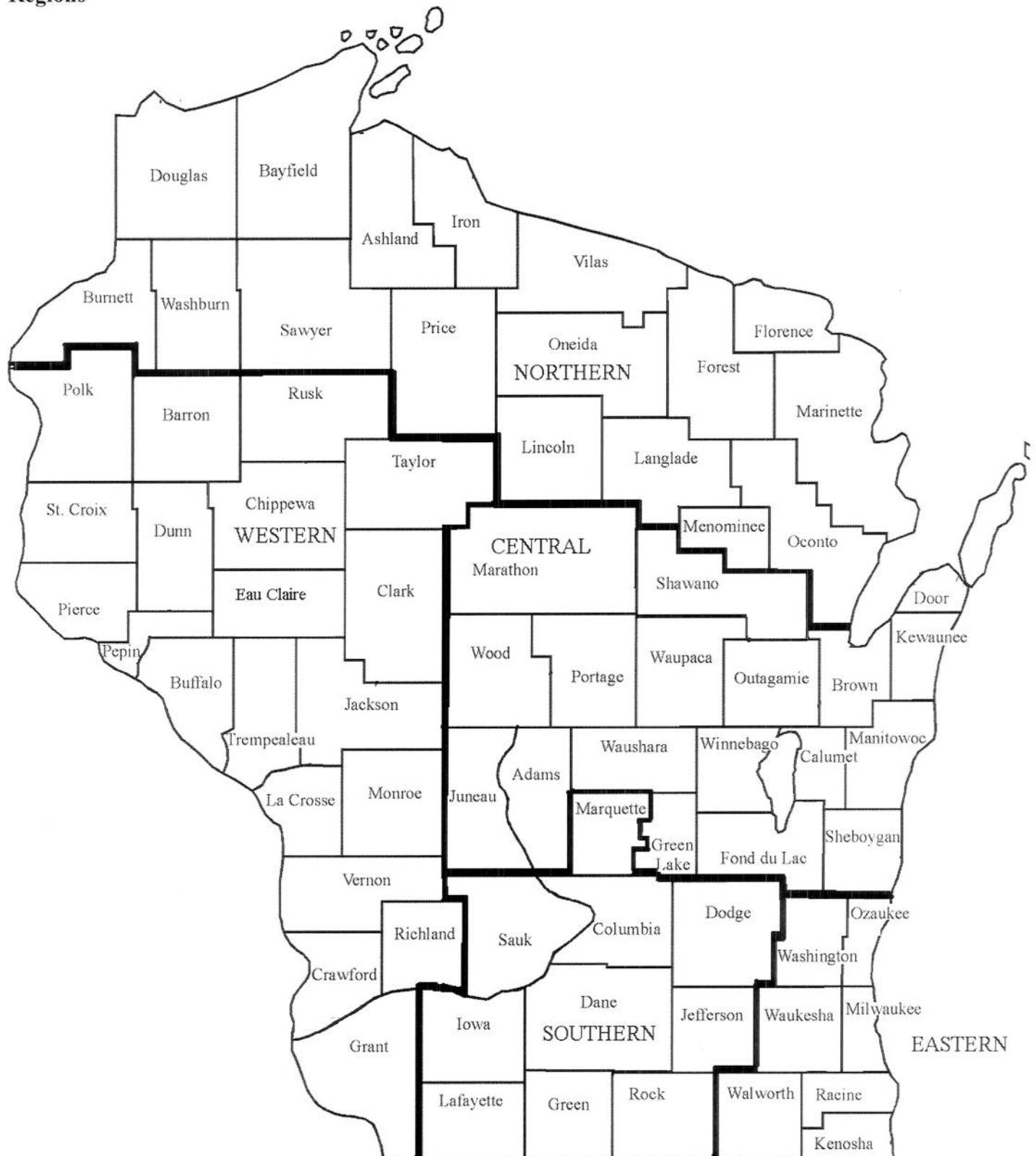
### Department of Military Affairs Affirmative Action Goals (where underutilization occurs) M = Minorities; F = Females

\* indicates an agency AA goal that does not otherwise occur in the state or the region.

Job Group Number & Name	Classification Titles	Statewide	East	South	West	North	Central
001 ADMINISTRATORS - SENIOR EXECUTIVES	Admin Mgr; Challenge Academy Director; Budget & Policy Mgr; HR Mgr	M					
016 FISCAL AND RELATED PROFESSIONALS & SUPERVISORS	Accountant – Sr (1)						
019 PROGRAM SUPPORT PROFESSIONALS & SUPERVISORS	Grants Spec (1); Risk Mgt Officer (1); Contracts Spec (1); Office Mgt Spec (1); MAPS (4); Fac Mgt Spec (1); Admin Policy Adv (1) ; Emerg Govt Spec, Prog Sup, Coord (27)	F*, M					
043 MANAGEMENT INFORMATION PROFESSIONALS & SUPERVISORS	IS Network Services (3); IS Systems Development (2); IS Comprehensive Serv (1); IS Sup (1)	M					
050 ENVIRONMENTAL SPECIALISTS AND SUPERVISORS	Envir Enforcement Spec (3); Envir analysis & Revw Spec (1); Waste Mgt Spec (1)	M					
055 NATURAL RESOURCES PROFESSIONALS & SUPERVISORS	Forester (1)	M					
063 PATIENT CARE PROFESSIONALS & SUPERVISORS	Nurse Clinician (1)	M					
106 TEACHERS AND EDUCATION PROFESSIONALS & SUPERVISORS	Teacher (4); Teacher Sup (1)	M					
112 SOCIAL SERVICES PROFESSIONALS & SUPERVISORS	Volunteer Coord (2); Treatment Spec (4); Cadet Spec Sup (2); Cadet Spec A, B, Ld (21)	M					

<b>Job Group Number &amp; Name</b>	<b>Classification Titles</b>	<b>Statewide</b>	<b>East</b>	<b>South</b>	<b>West</b>	<b>North</b>	<b>Central</b>
119 ATTORNEYS	Attorney (1)	M					
131 PUBLIC INFORMATION AND MEDIA PROFESSIONALS & SUPERVISORS	Communications Spec (2)	M					
200 GENERAL CLERICAL OCCUPATIONS	Office Associate (8); Office Oper Assoc (18); PA Conf (1); Secretary Conf (1)			M	M	M	M
202 ADMINISTRATIVE SUPPORT - FISCAL	Financial Spec (7); Payroll & Benefits Spec (2)						M
213 CLERKS - SHIPPING, STORAGE, AND RELATED	Inventory control coordinator (4)		F	F	F, M		F, M
247 LAW ENFORCEMENT AND PUBLIC SAFETY	Military Affairs Security Officers & Sups (38); Fire/Crash Rescue Specialists & Sups (51)	F, M					
253 FOOD PRODUCTION AND FOOD SERVICE	Food Service Assistant (1)			F			
265 CLEANING AND BUILDINGS - SUPERVISORS	Building/Grounds Sups & Superintendents (16); Custodial Serv Sup (2)		F	F, M	F, M		F, M
301 MECHANICAL EQUIPMENT, CONSTRUCTION, AND REPAIR	Fac Maint Spec (22); Fac Repair Worker (39); Heavy Equip Operator (5)		F, M	F, M	F, M	F	F, M
320 MISCELLANEOUS MECHANICS AND REPAIRERS	HVAC & HVAC Adv (12)			F, M	F, M		F, M
333 CONSTRUCTION TRADES	Electrician (2); Painter (5); Steamfitter (1)		F	F, M	F, M		F
400 POWER PLANT OCCUPATIONS	Utility Plant Oper (1);						F
999 GENERAL LABORERS	Offset Press Oper (1); Custodian & Ld (13); Groundskeeper (2)			F	F		

## Map of Regions



## VI. Adverse Impact Analysis

The purpose of conducting the adverse impact analysis is to identify employment issues not revealed in the underutilization analysis and to determine areas where an affirmative action plan can be built upon. Adverse impact, in and of itself, does not necessarily constitute a legal definition of discrimination; it indicates issue with an employment practice that has a disproportional impact on any of the protected groups, i.e. racial/ethnic minorities, women and persons with disabilities. Agencies can use adverse impact analysis to evaluate any types of personnel transactions, performance issues or service delivery to applicants or customers. (Examples of personnel transactions: hire, promotion, transfer, reclassification, discharge, termination, layoff, DCA, training and salary.)

An adverse impact analysis compares the selection rate of the two comparative groups in the population pool. When the selection rate for R/E minorities, women, or persons with disabilities is substantially less favorable than that of the comparative group using the 80% rule, a personnel transaction is considered to potentially affect the target groups adversely. Under this circumstance, agencies should investigate further the cause of the finding to ensure that there are equal opportunity for all protected groups, which should be addressed accordingly in section 3, 'Rectification of Problems'.

### Adverse Impact Analysis

#### DMA Law Enforcement & Public Safety Employees (Job Group 247) based on hiring transactions for Calendar Year 2007

*(Total population was derived from current DMA employees as reported in WiscJobs in April 2008.*

*Transactions based on positions filled in calendar year 2007. )*

#### Hiring females and minorities

Positive Transaction	R/E Minorities	Whites	Females	Males
Total Population	5	84	9	80
Transaction	0	9	1	8
Adverse Impact? (80% Rule)	Yes		No	

### Adverse Impact Analysis

#### DMA Mechanical Equip, Construction & Repair (Job Group 301) based on hiring transactions for Calendar Year 2007

*(Total population was derived from current DMA employees as reported in WiscJobs in April 2008.*

*Transactions based on positions filled in calendar year 2007. )*

#### Hiring females and minorities

Positive Transaction	R/E Minorities	Whites	Females	Males
Total Population	1	65	3	63
Transaction	0	6	0	6
Adverse Impact? (80% Rule)	Yes		Yes	

### Adverse Impact Analysis

#### DMA Program Support Professionals & Supervisors (Job Group 19) based on hiring transactions for Calendar Year 2007

*(Total population was derived from current DMA employees as reported in WiscJobs in April 2008.*

*Transactions based on positions filled in calendar year 2007. )*

#### Hiring of females and minorities

Positive Transaction	R/E Minorities	Whites	Females	Males
Total Population	0	37	15	22
Transaction	0	9*	1	9
Adverse Impact? (80% Rule)	Yes		Yes	

\*Note: For the above analysis, one hire did not indicate their race.

## VII. Rectification of Problem Area or Deficiency (Action Plan)

When under-representation or adverse impact occurs, affirmative action may be required to address the imbalance of employment areas. A well-defined affirmative action plan should address the underlying causes of any workforce under-representation and/ or adverse impacts of personnel practices for racial/ethnic minorities, women, and/or persons with disabilities. Any action plan developed as a result of the analysis should identify clearly the problem areas to address, the action steps to be taken, responsible staffs, a timeline of implementation and the anticipated outcome for future evaluation.

Any agency or sub-unit with 300 or more permanent classified employees is required to put an action plan together for at least one issue discovered in the adverse impact analysis. Even though it is optional for an agency with 30 to 299 permanent classified employees to conduct an adverse impact analysis, it is also required to create an action plan to address the underlying cause of workforce under-representation

### Action Plan For Department of Military Affairs

**Problem Area Identified: Diversity Awareness within the Agency. Currently 10 out of 374 employees are minorities. This is approximately 2.6% of the workforce. We need to educate employees and supervisors on the value of diversity in the work place.**

Action Step	Responsible Staff	Time Line	Anticipated Outcome (How do you know you are successful?)
AAAC sponsored training through activities such as brown bag luncheons and training in conjunction with EAP provider.	AAAC Members	Create schedule of events at March 2009 Mtg; Schedule sessions through 2011	AAAC add items to work plan. Participation of employees in training will measure success and be tracked through a sign-up sheet at the event.
Target Supervisors/Management specifically with diversity awareness emails	AAAC Members	Ongoing	Increased participation in diversity goals of agency which will be acknowledged through email response and phone calls for each underutilized vacancy.
AAAC Dissemination of the value of diversity within their units. AAAC members will discuss activities and goals of the committee and their unit staff meetings.	AAAC Members	Ongoing	More diversity awareness within the agency. This will be measured by AAAC members reporting back feedback from their units at the bi-monthly meetings.
Share Affirmative Action Plan with Supervisors at annual conference	Human Resources	Fall 2009 and at future supervisory conferences in 2010 & 2011	Increased participation in diversity goals of agency. Feedback received at time of recruitments will be used to measure effectiveness.



## Action Plan For Department of Military Affairs

**Problem Area Identified: Recruitment and Selection of Minority and Female applicants particularly in the Law Enforcement & Public Safety Job Group (247), the Mechanical Equipment, Construction & Repair Job Group (301) and the Program Support Professionals & Supervisors Job Group (19).**

Action Step	Responsible Staff	Time Line	Anticipated Outcome (How do you know you are successful?)
Make Contacts with Technical Schools to ensure their curriculum includes IFSAAC Accreditation for DMA Fire/Crash Rescue Specialist classification	Human Resources and Air Base Fire Departments	January 2009	Collect data on applicants with associate degrees/2 year diplomas through WiscJobs. Compare data on an annual basis when recruitments are conducted. Also SHR collect feedback from Fire Chiefs to determine if curriculum at Tech Schools includes required certifications and licensures.
Research composition of technical school students to determine if a good recruitment source for facilities positions	Human Resources and Supervisors of facilities staff	March 2009	DMA will have data that tells us the gender and ethnic breakdowns enrolled in technical colleges. This will help us to determine if technical schools are a good source for diversity recruitment efforts.
Recruit for positions in these job groups on websites such as diversity.com	Human Resources	Start August 2008; evaluate effectiveness Feb and Aug 2009, 2010 and 2011	Utilize reporting tools that demonstrate where employees learned of positions. This effort will be successful if data indicates that DMA is receiving applications through the different diversity based websites. Review data on a biannual basis (Feb & Aug)
Form a recruitment committee of agency personnel to identify sources for recruiting minorities and women into these types of jobs	Supervisors with vacancies; AAAC members & Human Resources	Form committee by July 2009; evaluate effectiveness July 2010, July 2011 as needed	Group will determine tools to measure success and then utilize tools.
Work with OSER AA to identify sources for recruiting minorities and women into these job groups	Human Resources and AAAC members	Begin January 2009; ongoing as needed	Additional recruitment resources and contacts
Look at testing/interview tools used for these job groups. Determine if this is a barrier to minority and women applicants. If so, make modifications to tools used to remove the barriers.	Human Resources & Hiring Supervisors	Begin July 2009 or sooner if new recruitments are needed; ongoing evaluation	More diversified applicant pool and less no show applicants. This can be measured through WiscJobs reports and reviewed with each recruitment.

## VIII. Internal Monitoring and Plan Communication

A periodic review of the affirmative action plan ensures successful implementation of strategic actions. All responsible parties should be involved in communicating the progress made toward AA goals.

1. a) Will a periodic review of the AA plan occur with the administration of **appointing authority** (i.e. Agency Head or Chancellor)? Yes
- b) Who will oversee the review process? Lynn Boodry, Affirmative Action Officer
- c) When will the first review of this plan occur? May 2009
- d) How often will the review take place? Annually

2. a) Will periodic updates of the AA plan be reviewed at **director**ate meetings? Yes

If yes, name the division, responsible staff and frequency of the plan updates:

Wisconsin Emergency Management	Lynsey Kowski	Annually
Challenge Academy	Nancy Wedwick	Annually
128 <sup>th</sup> ARW (Mitchell Field)	Jim Larson	Annually
115 <sup>th</sup> Fighter Wing (Truax Field)	Angela Hodsdon	Annually
Volk Field CRTC	Richard Folgers	Annually
Union Representative	Marta Budworth	Annually
TAGO – Headquarters	Nina Rihn	Annually

- b) Will periodic updates of the AA plan be reviewed at **district** meetings? N/A

If yes, name the district, responsible staff and frequency of the plan updates:

- c) Will periodic updates of the AA plan be reviewed at **institution** meetings? N/A

If yes, name the institution, responsible staff and frequency of the plan updates:



3. a) What activities will be conducted to ensure that agency staff are participating and/or assisting in the development of AA plans, policies and procedures? (Check all that apply.)
- ☐ AA training/review at staff meetings
  - ☒ Evaluation of supervisors' AA/EEO performance
  - ☒ Hiring managers participate in diversity recruitment
  - ☐ A mentoring program or a buddy system for AA group members
  - ☒ Analyze participation in training program to ensure equal access for all AA group members
  - ☒ Analyze exit interview program
  - ☒ Track and analyze retention issues, e.g. upward mobility for AA group members
  - ☒ Conduct disability survey
  - ☒ Review and promote accessibility of programs, services and facilities to ensure access for persons with disabilities
  - ☒ Participating in TOPjobs, CEP or other internship programs
  - ☐ Other activities: (please elaborate)

- b) How will the agency monitor the above activities for effectiveness?  
Office of State Human Resources reviews data and progress.

4. How will the AA plan be communicated to agency staff? (Check all that apply.)
- ☒ Email
  - ☐ Intranet
  - ☒ Internet
  - ☒ Handbook
  - ☒ Bulletin
  - ☒ Newsletter
  - ☐ Others: (please elaborate)

## IX. Auxiliary Requirements

As a part of state AA/EEO compliance requirements, agencies are required to report on other activities identified by OSER/DAA in the AA plan to ensure the integrity of the AA/EEO infrastructure in the state civil service and to raise the effectiveness of delivering major AA/EEO policies, programs, and procedures required by state statutes. This includes AA/EEO training, the Wisconsin Works (W-2) Program, and AA Officers' roles and responsibilities. OSER/DAA reckons with the various needs for AA/EEO services at different agencies, the data submitted by agencies will be useful for OSER/DAA to plan for future programming and services.

### (A) AA/EEO Training

Note: A training event may qualify for one or more required/recommended trainings. For instance, a new AA officer who attends WAEEO training conference that lasts for 2 days will meet the required training for 1a, b and c. Any AA/EEO or diversity training events will qualify, such as the Equal Employment Opportunity Commission training, the American Association of Affirmative Action training, the OSER training, etc.

\* denotes **required** training whereas \*\* denotes **recommended** training.

1. Upon the initial appointment, AA/EEO Officer or designee is **required** to complete the OSER Management Training program or its equivalent before the end of their probationary period.  
Do you anticipate meeting this requirement\*? ..... Yes
2. AA Officers are **required** to attend at least 12 hours of AA/EEO or diversity training annually.  
Do you anticipate meeting this requirement for the AAO\*? ..... Yes
3. Other AA/EEO professionals are **required** to attend at least 8-12 hours of AA/EEO/diversity training annually. Do you anticipate meeting this requirement\*? ..... Yes
4. Do you provide AA/EEO training to the AA Advisory committee\*\*? ..... Yes
5. Would new managers and supervisors receive 4 to 8 hours of AA/EEO training within the first year of appointment\*\*? ..... Yes
6. Would managers and supervisors receive at least 4 hours of AA/EEO or diversity training on a biennial basis\*\*? ..... No
7. Do you provide orientation to new employees, which include information on reasonable accommodations, anti-harassment policy and, internal discrimination complaint procedures, and where to find the agency AA plan and AA/EEO resources\*\*? ..... Yes
8. Would all human resource professionals attend at least 4 hours of AA/EEO or diversity training on a biennial basis\*\*? ..... Yes

**Comment for the training above:**

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## **(B) Alternative Work Patterns**

The Department of Military Affairs has a current Alternative Work Patterns (AWP) Program that complies with Affirmative Action planning requirements. The Adjutant General continues to support alternative work patterns that include flextime, part-time and shared-time schedules to the extent that operational needs permit.

## **(C) Wisconsin Works (W-2) Program**

State agencies with more than 100 full-time equivalent (FTE) positions are required under Wis. Stats., s. 230.147, to prepare an annual plan to employ customers of the Wisconsin Works (W-2) program and to report on achievement of its goals. OSER has set the annual hiring goal of 2% of new original permanent appointments for all state agencies. Whereas W-2 may be an alternative source for reaching AA targeted group members, agencies are required to submit its annual W-2 plan together with the affirmative action plan. At the end of each subsequent fiscal year, state agencies are also required to submit, along with the progress report of the AA plan, an annual W-2 report for the past year as well as an annual W-2 plan for the upcoming year.

The Department of Military Affairs reaffirms its commitment to make a reasonable attempt to hire Wisconsin Works recipients in compliance with state statutes chapter 230. Included is the Fiscal Year 2008 Permanent W-2 Positions Planning Form.

**Department of Military Affairs**  
**Wisconsin Works (W-2) Program For Fiscal Year 2008**

<b>Classification (1)</b>	<b>Projected Permanent Classified Hires for the agency (2)</b>	<b>W-2's Hiring Goal based on 2% of agency projection (3)</b>	<b>Actual Hires for All Permanent Classified Positions (4)</b>	<b>Actual W2 Hires (5)</b>
Financial Specialist 3	1			
IS Network Services Senior	1			
Operations Program Associate (A)	1			
Environmental Enforcement Specialist	1			
HVAC Specialist	2			
Facilities Maintenance Specialist - Adv	1			
Engineering Specialist - Senior	2			
Facilities Maintenance Specialist	3			
HVAC Specialist - Advanced	2			
Groundskeeper	3	1		
Fire/Crash Rescue Specialist 2	10			
Inventory Control Coordinator Adv	1			
Real Estate Specialist	1			
Military Affairs Security Officer - Entry	4			
Fire/Crash Rescue Specialist 3	2			
Facilities Repair Worker - Adv	1			
Utility Plant Operator	1			
Custodian	1			
Office Operations Associate	1			
Emergency Government Specialist	4			
Cadet Specialist (A)	7			
<b>Total</b>	<b>50</b>	<b>1</b>		

Submitted by Stacie Meyer, Human Resource Specialist - Senior; (608) 242-3166;  
Stacie.Meyer@Wisconsin.gov

Submission Date: May 1, 2008

#### **(D) Affirmative Action Officer's Roles and Responsibilities**

Affirmative Action Officer or AA designee is crucial for implementing and ensuring the success of all AA/EEO programs, policies and procedures. To ensure the effectiveness of delivering AA/EEO services to agencies, OSER/DAA has developed a list of roles and responsibilities as guidance for agency AA officers based on the authority of Wisconsin Statute Chapter 230, Administrative Rule ER-43, and the Office of State Employment Relations Division of Affirmative Action's rules and guidelines. OSER/DAA is cognizant of the various needs for AA/EEO services at different agencies for practical reasons. The data submitted by agencies will be used by OSER/DAA to evaluate and/or allocate its resources for training and program support to agencies in the future.

1. Yes I have an understanding of the federal and state laws and their requirements for upholding equal employment opportunity and affirmative action in our agency.
2. Yes I oversee the hiring and participate in the discussion of the final selection process for all underutilized positions. This includes the development of the Recruitment Activity Plan (RAP), and the approval of balanced panels, interview questions and evaluation benchmarks.
3. Yes I promote the agency's participation for internship programs such as TOPjobs and CEP.
4. Yes I encourage agency participation in AA/EEO programs such as the annual diversity award program.
5. Yes I investigate employee discrimination complaints fairly and promptly.
6. Yes I make sure that AA/EEO policies, programs and procedures are implemented and communicated with all employees in our agency. This includes reasonable accommodations programs, harassment complaint procedures, and policies against retaliation and religious accommodations.
7. Yes I intend to attend at least 12 hours of AA/EEO annual training as required by OSER/DAA.
8. No I develop and/or coordinate AA/EEO training for all employees including supervisors and managers on a regular basis.
9. Yes I conduct a review of the affirmative action plan on a regular basis, and make adjustment to the timeline and action items if necessary.
10. Yes I use a monitoring process to analyze the effectiveness of recruitment outreach to affirmative action target groups on a regular basis.
11. Yes I maintain statistics on some or all of the following employment practices to ensure AA/EEO principles are applied in the work place. This includes but is not limited to training, compensation, benefits, layoffs, terminations, transfers, promotions, recruiting, interviewing, hiring, certification and testing.

12. No I advise and report at least quarterly to the agency head and periodically to managers and supervisors on all matters related to AA/EEO and diversity.
13. Yes I assist and participate with the agency's affirmative action advisory committee.
14. Yes I work closely with all affirmative action designees; and I oversee the quality of their work in delivering AA/EEO services.
15. Yes I work closely with OSER/DAA to seek consultation and technical assistance when necessary to perform my roles and responsibilities.
16. Yes I am informed of all LTE and project position openings in advance so that I may refer qualified individuals to the recruitment pool. I monitor the hiring of these positions to ensure that our agency continues to meet our diversity goals.
17. Yes I am informed by Human Resources staff of all planned actions which administratively remove or suspend racial/ethnic minorities, women, and persons with disability candidates in all agency-held registers for reasons related to: inability to locate, termination of status, by request, failure to respond to inquiry, or lack of interest.
18. Yes Furthermore, I as the AA Officer or the AA designee will review the reasons for any removal or suspension of an AA applicant from the register. If I or the AA designee disagrees, a recommendation within two working days is written and forwarded to the Human Resources staff. All administrative action will be pending until a consensus is reached. If consensus or agreement is not reached, both parties shall jointly consult the agency hiring authority for the final decision.
19. Yes I review and approve reactivation of all registers for hiring in an underutilized classification.
20. Yes I am informed and consulted by supervisors/human resource directors whenever there is a management consideration of discipline or termination of racial/ethnic minorities, women and persons with disabilities. Disciplinary action includes any verbal or written warning, suspension from work, involuntary transfer, demotion or failure to make probation.
21. Yes I keep a copy of records related to the hiring process such as the hiring review checklist for internal assessment, as well as for OSER/DAA monitoring.

**Comment for the AAO's roles and responsibilities:**



# DEPARTMENTS OF THE ARMY AND AIR FORCE

JOINT FORCE HEADQUARTERS WISCONSIN  
WISCONSIN NATIONAL GUARD  
2400 WRIGHT STREET  
POST OFFICE BOX 8111  
MADISON WISCONSIN 53708-8111

WING-Z

1 September 2007

MEMORANDUM FOR All Department of Military Affairs Employees and Members of the Wisconsin Army/Air National Guard (Federal, State, AGR, Guard Members on Active Duty, Military Advisors, and Job Applicants)

SUBJECT: Equal Employment Opportunity (EEO) Rights and Obligations—TAG POLICY MEMORANDUM 22

1. The Department of Military Affairs and Wisconsin National Guard are committed to assurance of Equal Employment Opportunity (EEO) for all employees and Military Members and will adhere to the following guidelines and statutes:

## Federal Employees

Protected from discrimination on the basis of race, color, nat'l origin, religion, sex, age or handicap in accordance with Title VII of the Civil Rights Act of 1964 (42 USC, Section 2000e et seq.), Section 717 of the Equal Employment Opportunity Act of 1972 (42 USC, Section 2000e et seq.), the Age Discrimination in Employment Act of 1967 (20 USC, Section 623-634), and the Rehabilitation Act of 1973 (29 USC, Section 701 et seq.).

## Military Personnel

Protected from discrimination on the basis of race, color, national origin, religion and sex in accordance with Title VI of the Civil Rights Act of 1964 (42 USC, Section 2000d et seq.); AR 600-20, Army Command Policy; NGR 600-21, Equal Opportunity Program in the Army National Guard.

## State of Wisconsin Employees

Protected from discrimination on the basis of race, creed, religion, sex, color, sexual orientation, nat'l origin/ancestry, age, disability, marital status, political affiliation, arrest or conviction records, and membership in the National Guard, State Defense Force or any other reserve component of the military forces of the US or this State, in accordance with Wisconsin Statutes, Chapters 111 and 230. The Wisconsin Fair Employment Act (Sections 111.31 to 111.395 also apply).

2. Equal Employment Opportunity standards are defined as follows:

- a. Equal Employment Opportunity. Positive controls to ensure participation and potential for success are not inhibited because of race, color, sex, religion, age, or national origin.
- b. Equal Treatment. Positive controls to ensure treatment is fair, just and not based on race, color, sex, religion or national origin.
- c. Equal Representation. All levels of career fields, technical, non-technical, supervisor, non-supervisor, command and staff, should reflect appropriate representation of men/women and race/ethnic identities.
- d. Equal Selection. Procedures for selecting employees for promotion, training/schools should not differ between genders or races.

3. Intentional or negligent disregard of the non-discrimination laws, rules and regulations will result in severe disciplinary actions, including discharge.

4. Any person who believes that he or she has been discriminated against or who has knowledge of this type of illegal behavior should report such conduct. If you have been discriminated against, you have a responsibility to make a complaint to the DMA and WING. Complaints of discrimination may be made verbally and/or in writing, however, all complaints will ultimately be in writing. While the DMA and WING leadership will seriously consider all complaints, anonymous complaints post a unique challenge, and will, in most cases, be referred to the chain of command/supervision for any appropriate inquiry. Regulatory procedures for making complaints vary based on the status of each employee.



WING-Z

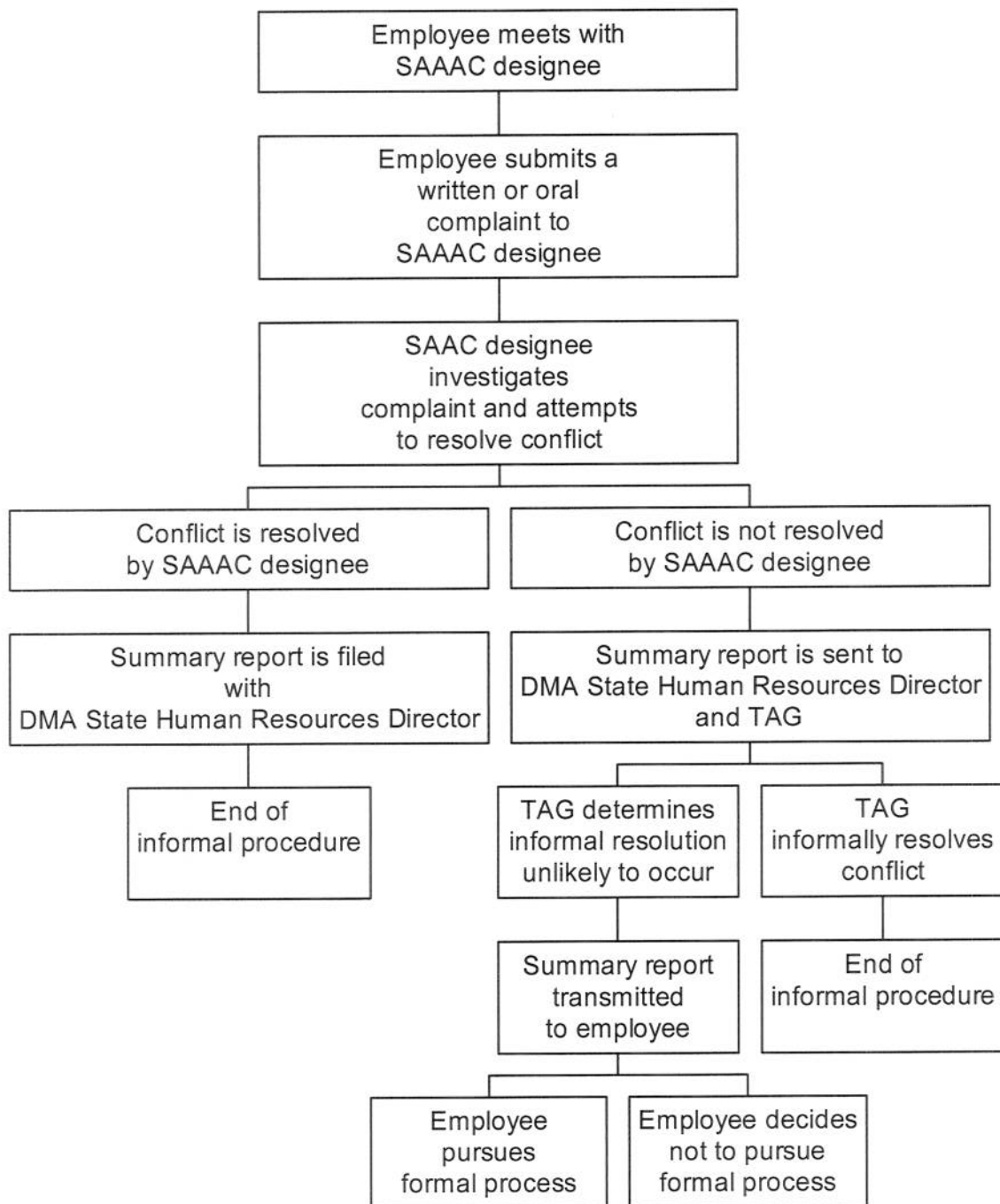
SUBJECT: Equal Employment Opportunity (EEO) Rights and Obligations—TAG POLICY MEMORANDUM 22

<b>Federal Civilian/Technician Employees</b>	<b>AGR Employees or Traditional National Guard Members</b>	<b>DMA State of Wisconsin Employees</b>
<p>You may make your concerns known to a manager or supervisor in your Fed employee chain. This official may have authority to take immediate steps to address your concerns at the lowest level, or may refer you to the prescribed Federal EEO complaint process.</p> <p>You are required to initially channel your verbal or written complaint through an informal process.</p> <p>Process includes meeting with an EEO Counselor &amp; allowing 30 days (may be extended) for Counselor to gather facts and attempt informal resolution of your concerns.</p> <p>You will also be asked to make a selection between traditional EEO counseling or Alternative Dispute Resolution (ADR).</p> <p>The EEO complaint process is managed by the State Equal Employment Manager (SEEM).</p> <p>A list of EEO Counselors is available on your facility bulletin board and is titled "Wisconsin National Guard Equal Employment Office Collateral Staff".</p> <p>If you are unsure of whom to address a complaint, you may contact the SEEM at 608-242-3702.</p>	<p>You should make your complaint to the Commander at your lowest chain of command. If this person is also the person you are complaining about, you should make your complaint to the Commander at the next level of command.</p> <p>You are encouraged to contact your command Equal Op Advisor (ARNG) or Mil Equal Op (MEO) office (AIR) to obtain assistance in the EO complaint process.</p> <p>The chain of command is the primary channel for resolving complaints of discrimination or harassment, and the first level of command at which the complaint is made is considered the "informal" level.</p> <p>You will be asked to complete an NGB Form 333, Discrimination Complaint in the Army and Air National Guard.</p> <p>If the complaint is not resolved to your satisfaction at this level, you have a right to appeal the complaint to the next level of command.</p> <p>The complaint, at this point, becomes "formal". If unresolved, you may appeal your complaint through the command chain to the Adjutant General.</p> <p>You may contact the SEEM at 608-242-3702 to obtain assistance or information on the EO complaint process.</p>	<p>DMA State of Wisconsin employees should make their complaint to the DMA State Human Resources Officer at 608-242-3163 or with a member of the State Affirmative Action Advisory Committee.</p>

Federal and State law prohibits retaliation or other adverse action taken against any employee for making, in good faith, a complaint, or reporting harassment, or for assisting in the investigation of any such complaint. Any suspected retaliation or intimidation must be reported immediately to one of the persons described above. **Retaliation is a violation of law and will be treated as such.**

///Signed\\  
DONALD P. DUNBAR  
Brig Gen (WI), WI ANG  
The Adjutant General

## Informal Complaint Procedure



April 20, 2009

## DEPARTMENT OF MILITARY AFFAIRS

### EMPLOYEE DISCRIMINATION AND SEXUAL HARASSMENT INFORMAL COMPLAINT PROCEDURE

#### **POLICY AND PURPOSE**

The Employee Discrimination and Sexual Harassment Informal Complaint Procedure is established to reflect the policy of the Department of Military Affairs (DMA) to provide state employees with a mechanism to informally resolve alleged sexual harassment and discrimination based on race, religion, sex, national origin, creed, color, marital status, pregnancy, age, handicap, political affiliation, sexual orientation, membership in the National Guard or other Reservist military force, arrest records or conviction records. Complaints of discrimination and/or sexual harassment may be raised regarding any term or condition of employment including, but not limited to, training, scheduling, performance evaluation, discipline, promotion, and transfer or work assignment.

The Department of Military Affairs State Equal Employment Opportunity Policy strictly prohibits retaliation against employees for filing complaints, internally or externally, about discrimination and/or sexual harassment.

The Department's State Affirmative Action Advisory Committee (SAAAC) will serve in an oversight role to ensure that the policy and purpose of this procedure is effectively carried out.

The procedures outlined in this Directive are designed to encourage internal, informal resolution of discrimination and sexual harassment complaints, **prior to** an employee seeking formal avenues of relief. If an employee decides to use one of the formal complaint or grievance routes available, then this informal complaint procedure ceases.

DMA is committed to receiving and addressing any informal complaint as quickly as reasonably possible. It should be noted that formal complaints must be filed within specific time limits. See the Formal Complaint Process heading at the end of this policy.

Complaints filed through the contractual grievance procedure "must be presented not more than 30 calendar days from the date that the grievant first became aware of the cause of the grievance." See your union steward for further information.

#### **PRINCIPLES FOR INFORMAL COMPLAINT PROCEDURE**

1. This complaint procedure is not meant to be a substitute for an employee's right to file a formal complaint with either the Equal Rights Division of the WI Department of Workforce Development or the U.S. Equal Employment Opportunity Commission, or to file a grievance through the agency's grievance procedure. For further information on the formal complaint process, see Formal Complaint Process heading at the end of this policy.

2. All state employees of this Department may utilize this informal complaint procedure.
3. Employees have the right to utilize the Department's informal complaint procedure without fear of retaliation pursuant to § 111.32(3), Wis. Stats.
4. Confidentiality of the complaint, complainant and all other involved parties and witnesses is assured to the extent possible, consistent with state and federal laws. Failure to maintain confidentiality may result in disciplinary actions. However, to allow for the investigation and conciliation to occur, employees who file a complaint may need to authorize the release of pertinent names and issues to appropriate parties.
5. Employees will receive an objective and impartial investigation of their complaint.
6. An employee, in order to invoke this informal procedure, is not required to discuss the complaint with his/her supervisor.
7. The complaint procedure is intended to foster and provide an informal resolution of the problem.

#### **DESIGNEES FOR INFORMAL COMPLAINT PROCEDURE**

The following individuals, who are members of the DMA State Affirmative Action Advisory Committee, will serve as designees for the Department of Military Affairs, who will receive and attempt to resolve any informal complaints:

Ms. Lynn Boodry, AAO  
The Adjutant General's Office  
2400 Wright Street  
Post Office Box 14587  
Madison, WI 53708-0587  
Phone: (608) 242-3163 or DSN 724-3163  
Email: [lynn.boodry@wisconsin.gov](mailto:lynn.boodry@wisconsin.gov)

Ms. Stacie Meyer  
The Adjutant General's Office  
2400 Wright Street  
Post Office Box 14587  
Madison, WI 53708-0587  
Phone: (608) 242-3166 or DSN 724-3166  
Email: [stacie.meyer@wisconsin.gov](mailto:stacie.meyer@wisconsin.gov)

Mr. Richard Folgers  
Volk Field Fire Department  
Camp Douglas, WI  
Phone: (608) 427-1257  
Email: [richard.folgers@ang.af.mil](mailto:richard.folgers@ang.af.mil)

Ms. Nancy Wedwick  
WING Challenge Academy  
656 South "O" Street  
Fort McCoy, WI 54656-5144  
Phone: (608) 269-8036  
Email: [nancy.wedwick@wisconsin.gov](mailto:nancy.wedwick@wisconsin.gov)

Mr. James Larson  
General Mitchell Field  
1727 East Grange Avenue  
Milwaukee, WI 53207-6142  
Phone: (414) 944-8304 or DSN 580-8304  
Email: [james.larson@wimilw.ang.af.mil](mailto:james.larson@wimilw.ang.af.mil)

Ms. Angel Hodsdon  
Truax Security Department  
3110 Mitchell Street  
Madison, WI 53704  
Phone: (608) 245-4331 or DSN 724-8331  
Email: [angela.hodsdon@wimadi.ang.af.mil](mailto:angela.hodsdon@wimadi.ang.af.mil)

Ms. Lynsey Kowski  
Wisconsin Emergency Management  
2400 Wright Street  
Madison, WI 53704  
Phone: (608) 242-3222  
Email: [lynsey.kowski@wisconsin.gov](mailto:lynsey.kowski@wisconsin.gov)

Ms. Nina Rihn  
The Adjutant General's Office  
2400 Wright Street  
Post Office Box 14587  
Madison, WI 53708-0587  
Phone: (608) 242-3382  
Email: [nina.rihn@wisconsin.gov](mailto:nina.rihn@wisconsin.gov)

SAAAC Union Representative  
Truax Fire Department  
3110 Mitchell Street  
Madison, WI 53704  
Phone: (608) 245-4561  
Email: [marta.budworth@wimadi.ang.af.mil](mailto:marta.budworth@wimadi.ang.af.mil)

## INFORMAL COMPLAINT PROCEDURE

1. The employee shall submit a written complaint alleging discrimination and/or sexual harassment to the designee. However, if circumstances require, the employee may submit the complaint orally to the designee, who shall prepare a written statement of the complaint and secure the complainant's signature.
2. All complaints should be filed as soon as possible after the date of the alleged occurrence.
3. The complainant may withdraw from or terminate the procedure at any time.
4. The designee shall seek the following information from the complainant:
  - a. The type of discrimination and/or sexual harassment alleged;
  - b. Specific details of the complaint (nature, date, time, persons involved, witnesses, etc.); and,
  - c. The relief/remedy desired.
5. Before initiating an investigation, the designee shall advise the complainant regarding his/her rights, alternative means for resolving the problem and the requirements and time limits of those alternative avenues.
6. Within twenty (20) working days after the date when the complaint was filed or as soon as is reasonable and practical; the designee shall meet with the complainant, the respondent(s) and witnesses to the specific incident(s) identified in the complaint. The designee shall attempt to resolve the conflict or determine if a mutually satisfactory resolution is possible. In cases when the relief sought by the complainant involves back pay, the designee shall make recommendations to The Adjutant General.
7. Within thirty (30) working days of the date when the complaint was filed or as soon as is reasonable and practical; the designee shall write a summary report. This written report will do one of the following:
  - a. State the resolution agreed to by both parties; or
  - b. Summarize the issues identified and discussed during the attempt to resolve the complaint and indicate that no resolution has been achieved.

Where the complaint is resolved by agreement of both parties, a copy of the report will be given to the complainant and the respondent, and one copy filed in the DMA State Human Resources Director's Office. Complaint materials will not be filed in employees' personnel files.

Where no resolution has been achieved, the summary report will be sent to the DMA State Human Resources Director and to The Adjutant General. If the Adjutant General determines additional information is needed or additional attempts should be made to resolve the concern internally and informally, he/she will direct the appropriate action to be taken. If he/she determines, based on the summary report and/or additional information gathered or

actions taken, that a resolution is unlikely to occur, then the summary report will be distributed to the complainant and the respondent with an indication of no resolution. The summary report shall be transmitted with a cover letter from the designee informing the complainant of other avenues for redress.

8. Any complaints regarding the designee or the procedure shall be made to the State Affirmative Action Officer (AAO) who will recommend corrective actions, if appropriate, to the Adjutant General.
9. The designees shall perform the designated duties and responsibilities based on a set of criteria and standards developed by the State Affirmative Action Advisory Committee for this procedure. The designees' performance and the effectiveness of this procedure shall be evaluated on an annual basis by the State Affirmative Action Advisory Committee and The Adjutant General.

## FORMAL COMPLAINT PROCESS

### I. STATE PROCEDURE

An employee who does not wish to utilize this informal complaint procedure may file a formal complaint with the Department of Workforce Development, Equal Rights Division (ERD) for **sexual harassment**.

An employee who does not wish to utilize this informal complaint procedure may file a formal complaint with the Department of Workforce Development, Equal Rights Division (ERD) for **discrimination** if the allegations are based on:

Age (40 or over)	Sex
Race	National Origin
Creed	Ancestry
Color	Arrest or Conviction Record
Disability Status	Conviction Record
Marital Status	Sexual Orientation
Religion	Political Affiliation
Membership in Military Forces	

**Any formal complaints must be filed with the Department of Workforce Development, Equal Rights Division within 300 days after the alleged discrimination and/or sexual harassment took place.** You may write to the ERD for their complaint form or you may call and ask to speak to an investigator at:

Equal Rights Division  
201 East Washington Avenue, GEF 1, Room A-300  
Post Office Box 8928  
Madison, Wisconsin 53708-8928  
Phone: (608) 266-6860



## II. ALTERNATIVE FEDERAL PROCEDURE

A formal complaint can also be filed with the U.S. Equal Employment Opportunity Commission (EEOC) for sexual harassment and for discrimination if the alleged discrimination is based on:

Race  
Color  
Sex

Religion  
National Origin  
Age (40-70)

**This formal complaint must be filed with the U.S. Equal Employment Opportunity Commission within 180 days after the alleged discrimination and/or sexual harassment took place.** You may write to the Commission for their complaint form or call:

U. S. Equal Employment Opportunity Commission  
Reuss Federal Plaza  
310 West Wisconsin Avenue, Suite 800  
Milwaukee, Wisconsin 53203-2292  
Phone: (414) 297-1111; (800) 664-4000

## NOTIFICATION OF EMPLOYEES OF INFORMAL COMPLAINT PROCEDURE

A copy of this Employee Discrimination and Sexual Harassment Informal Complaint Procedure and the names of designees responsible for handling complaints will be distributed through the DMA State Bulletins. The Employee Handbook, when developed, will also include a copy of the procedure.

///Signed\\  
DONALD P. DUNBAR  
Brig Gen (WI), WI ANG  
The Adjutant General



**DEPARTMENT OF MILITARY AFFAIRS  
STATE AFFIRMATIVE ACTION ADVISORY COMMITTEE BY-LAWS**

JANUARY 2009

**ARTICLE I – NAME**

- Section 1. The name of this organization shall be the Department of Military Affairs State Affirmative Action Advisory Committee herein known as the SAAAC.

**ARTICLE II – PURPOSE**

- Section 1. The purpose of the SAAAC shall be:
- A. To advise and recommend affirmative action policy to the Adjutant General of the Department of Military Affairs.
  - B. To investigate and analyze the Department's employment and service Delivery activities for discriminatory practices.
  - C. To propose broad policies, action programs and procedures to achieve and maintain equal opportunity in the Department employment and services delivery activities.

**ARTICLE III – MEMBERSHIP**

- Section 1. **Representation.** The SAAAC will be composed of a cross section of employees representing various levels and units within the Department, protected groups (sex, ethnic, handicapped, etc.) and both represented and non-represented employees. Membership to the committee will consist of (7) members who will serve staggered two-year terms. The Department's Affirmative Action Officer is an ex-officio member of the committee.
- Section 2. **Appointment.** The Department Affirmative Action (AA) Officer will nominate committee members from the Department of Military Affairs in Madison, from the Milwaukee area, the Camp Douglas area, or any other area. The Adjutant General confirms appointment to the committee.
- Section 3. **Union Representation.** Union representatives shall be appointed by WSEU as outlined in the WSEU contract.
- Section 4. **Voting.** All appointed members shall be voting members. Ex-officio members shall not be voting members.

Section 5. **Resignation/forfeiture.**

- A. Resignation. If an individual's status changes whereby he or she can no longer serve on the SAAAC, a notice of resignation should be provided to the SAAAC Chair, who will notify the AA Officer, who will then notify the Adjutant General of the resignation.
- B. Absence. An individual must contact the Chair prior to meeting in order to be excused.

**ARTICLE IV – MEETINGS**

- Section 1. Meetings will be held bi-monthly. An attempt will be made to hold one committee meeting at the Milwaukee area and one at the Camp Douglas area each year. Meetings will be held on the second Tuesday of the month. The date and time of the meetings will be set by the committee Chair. Members may attend via teleconferencing.
- Section 2. The SAAAC must have a quorum to conduct official business. A quorum consists of a majority of voting SAAAC members.
- Section 3. Special meetings may be called by the Chair or by a two-thirds majority of the general membership.
- Section 4. A majority of voting members present decides any issue. Adequate discussion of the issue should precede any vote. In the event of a tie vote the Chair will cast the deciding vote.

**ARTICLE V - OFFICERS**

- Section 1. The elected officers will be a Chair, a Vice Chair Elect and a Committee Secretary/Treasurer. If a budget is developed and funded for the SAAAC in the future, the Secretary/Treasurer officer position will be separated into two officer positions and the SAAAC will have a Committee Secretary and a Committee Treasurer.
- Section 2. The Chair, Vice Chair Elect and Committee Secretary/Treasurer will serve for two-year terms beginning the next regular meeting after the election.
  - A. Elections for the Vice Chair Elect and the Committee Secretary/Treasurer will be held every two years. New members will be nominated at the last meeting of elected term and begin the following regular meeting.
  - B. If elected officer positions are vacated prior to the end of their term, immediate elections will be held the next meeting following the position vacancy.

### Section 3. Duties of the Officers:

#### A. The Chair shall:

1. Be a member of the DMA SAAAC.
2. Report directly to the Adjutant General and /or the Affirmative Action Officer.
3. Be responsible for conducting SAAAC meetings.
4. Submit all reports, recommendations and SAAAC minutes to the Department AA Officer and to the Office of the Adjutant General of DMA.
5. Act as or appoint the SAAAC's spokesperson.
6. Prepare agendas for the SAAAC meetings and distribute agenda and minutes to committee members.
7. Be responsible for keeping any records, etc., that might arise from SAAAC proceedings.
8. Appoint elected officers to fill vacancies & Recording Secretary

#### B. The Vice Chair Elect shall:

1. Report directly to the SAAAC Chair.
2. Be responsible for the same duties above in the Chair's absence.
3. Be responsible for other duties as assigned by the Chair.
4. Be a voting member of the SAAAC.
5. Become the next Chairperson of the committee upon the Chair's completion or resignation of his/her term.

## **ARTICLE VI – SUBCOMMITTEES**

Section 1. Subcommittees shall be created and disbanded by resolution of the SAAAC as the need for them arises.

Section 2. Subcommittees will consist of three members appointed by the SAAAC Chair.

Section 3. Each subcommittee shall have a Chair who is appointed by the SAAAC Chair.

Section 4. The subcommittee Chair shall:

- A. Report directly to the SAAAC.

- B. Be a member of the SAAAC.
- C. Be responsible for conduction subcommittee meetings.
- D. Appoint a secretary and assign individual responsibilities to members when necessary.
- E. Submit written and /or oral reports to the SAAAC on the activities of the subcommittee.

Section 5. The subcommittee Secretary shall:

- A. Report directly to the subcommittee Chair.
- B. Keep subcommittee minutes.
- C. Perform other duties as assigned by the subcommittee Chair.

## ARTICLE VII – AMENDMENTS

Section 1. Any SAAAC members or the Adjutant General may introduce proposed amendments to these By-Laws.


Section 2. Proposed amendments shall be discussed by the SAAAC.

Section 3. Proposed amendments shall not be voted upon during the same meeting at which they are introduced, but shall be voted on at the next regular scheduled meeting at which a quorum is present.

Section 4. Proposed amendments require a two-thirds vote of those present for adoption.

Section 5. The Adjutant General will approve amendments to the By-Laws.

APPROVED BY:



DONALD P. DUNBAR  
Brig Gen (WI), WI ANG  
The Adjutant General



RICHARD FOLGERS  
State Affirmative Action  
Advisory Committee Chair  
Department of Military Affairs

**DEPARTMENT OF MILITARY AFFAIRS****EXIT QUESTIONNAIRE**

*INSTRUCTIONS: Please complete this questionnaire and return to WING-SHR. If you desire a one-on-one interview, please contact our State Human Resources Office at (608) 242-3163. Thank you.*

**A. GENERAL DATA**

NAME:		WORK LOCATION:	
EMPLOYMENT STATUS: <input type="checkbox"/> Permanent <input type="checkbox"/> Probationary <input type="checkbox"/> Project <input type="checkbox"/> LTE			
LENGTH OF SERVICE WITH DMA: (Yrs, Mos)	OTHER POSITIONS HELD AT DMA:		
REASONS FOR LEAVING:		FOR EEO PURPOSES:	
<input type="checkbox"/> Resignation from state service <input type="checkbox"/> Retirement <input type="checkbox"/> Layoff <input type="checkbox"/> Involuntary Termination		ETHNIC DESIGNATION: <input type="checkbox"/> Black <input type="checkbox"/> Asian <input type="checkbox"/> Hispanic <input type="checkbox"/> White <input type="checkbox"/> Native American SEX: <input type="checkbox"/> Male <input type="checkbox"/> Female	
<input type="checkbox"/> Transfer to another state agency <input type="checkbox"/> Promotion to another state agency <input type="checkbox"/> Demotion to another state agency			

**B. WORK SATISFACTION**

1. Check item(s) which influenced your decision to leave your current position:

- |  |   |
|--|---|
| <input type="checkbox"/> Illness/Physical Condition      | <input type="checkbox"/> Commuting Distance   |
| <input type="checkbox"/> Family Circumstances            | <input type="checkbox"/> Salary               |
| <input type="checkbox"/> Return to School                | <input type="checkbox"/> Immediate Supervisor |
| <input type="checkbox"/> Lack of Advancement Opportunity | <input type="checkbox"/> Desire to Relocate   |
| <input type="checkbox"/> Lack of Job Satisfaction        | <input type="checkbox"/> Other: _____         |

2. Evaluate the position you are leaving:

- | Yes                      | No                       |   |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | Was the work interesting?   |
| <input type="checkbox"/> | <input type="checkbox"/> | Was the work challenging?   |
| <input type="checkbox"/> | <input type="checkbox"/> | Were the job responsibilities explained to you in detail before you were hired?     |
| <input type="checkbox"/> | <input type="checkbox"/> | Was an accurate position description provided you when you were hired?              |
| <input type="checkbox"/> | <input type="checkbox"/> | Did the job responsibilities in the position description correspond to your duties? |
| <input type="checkbox"/> | <input type="checkbox"/> | Did you receive adequate orientation for the job after reporting for work?          |
| <input type="checkbox"/> | <input type="checkbox"/> | Did you receive on-the-job training?  |
| <input type="checkbox"/> | <input type="checkbox"/> | Did you receive recognition for your work?  |

Do you believe advancement opportunities are: <input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor	Was your work load usually: <input type="checkbox"/> Too Heavy <input type="checkbox"/> Heavy <input type="checkbox"/> About Right <input type="checkbox"/> Too Light
Rate the morale of your section co-workers: <input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor	Rate the following within your work unit: Appropriate Lacking
Do you believe orientation to department was: <input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor	<input type="checkbox"/> <input type="checkbox"/> Interaction with fellow workers <input type="checkbox"/> <input type="checkbox"/> Cooperation with other work units <input type="checkbox"/> <input type="checkbox"/> Equipment
How would you improve the orientation?	Comments:

What did you like most about your job and the department?

**C. SUPERVISION.** Evaluate your immediate supervisor in the following areas:

*Most of  
the Time*   *Sometimes*   *Never*

- |                          |                          |                          |  |
|--------------------------|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Was your supervisor knowledgeable in your area of responsibility?    |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Was your supervisor flexible and open to suggestions?                |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Did your supervisor evaluate your performance accurately and fairly? |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Was your supervisor effective as a teacher?                          |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Was your supervisor effective as a leader?                           |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Did your supervisor treat employees equally?                         |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Did your supervisor treat employees fairly?                          |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Did your supervisor resolve complaints effectively?                  |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Did you have a good working relationship with your supervisor?       |

Comments:

**D. COMMUNICATION.** How would you rate communication in the following areas?

*Excellent*   *Good*   *Fair*   *Poor*

- |                          |                          |                          |                          |  |
|--------------------------|--------------------------|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Communication of Department policies, procedures and guidelines              |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Management's recognition of your performance                                 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Communication between you and fellow employees regarding work                |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Awareness of the Department's policies against discrimination and harassment |

**E. EXPERIENCES.** Did you experience any of the following while working for this department?

*No*   *Experienced*

- |                          |                          |                             |
|--------------------------|--------------------------|-----------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | Harassment/Discrimination   |
| <input type="checkbox"/> | <input type="checkbox"/> | Favoritism toward employees |

*No*   *Experienced*

- |                          |                          |                               |
|--------------------------|--------------------------|-------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | Unfair promotional practices  |
| <input type="checkbox"/> | <input type="checkbox"/> | Unfair treatment of personnel |

If you experienced any of the above, please explain.

Did you report what you experienced to anyone?   ☐ Yes   ☐ No

If yes, to whom/date?

Was situation resolved to your satisfaction?   ☐ Yes   ☐ No

If situation wasn't resolved, please explain.

**F. SUGGESTIONS.**

Make suggestions which would benefit the immediate work area or the department, or additional comments.

NAME – EMPLOYEE LEAVING:

SIGNATURE:

DATE SIGNED:

*Completion of this form is voluntary. This information will be treated as confidential by SHR unless released by the individual. Data will be used to track trends and identify opportunities for improvements.*



## **DEPARTMENTS OF THE ARMY AND AIR FORCE**

JOINT FORCE HEADQUARTERS WISCONSIN  
WISCONSIN NATIONAL GUARD  
2400 WRIGHT STREET

WING-Z

1 September 2007

MEMORANDUM FOR All Department of Military Affairs Employees and Members of the Wisconsin Army and Air National Guard (Including Federal, State, AGR, Guard Members on Active Duty, Military Advisors, and Job Applicants)

SUBJECT: Policy against Harassment in the Workplace – TAG POLICY MEMORANDUM 4

1. The Wisconsin Department of Military Affairs (DMA) and Wisconsin National Guard (WING) are committed to maintaining a work environment that is free of discrimination and harassment based on a person's sex, race, color, age, religion, disability, or national origin. This also applies to harassment in connection with reprisal/retaliation for participating in a protected activity. All employees will respect the rights, opinions, and beliefs of others. Harassment of any person relating to any protected basis (including, but not limited to, sexual harassment) will not be tolerated. Any such harassment is prohibited by this policy – whether or not it also violates the equal employment opportunity laws. This policy applies to all Federal and State employees, AGR employees, Military Advisors, and Traditional National Guard military members,

a. Sexual harassment.

- No one may threaten or imply that an employee's submission to, or rejection of, sexual advances will in any way influence any decision about the employee's employment, advancement, duties, compensation, or other terms or conditions of employment.
- No one may take any personnel action based on an employee's submission to, or rejection of, sexual advances.
- No one may subject another employee to any unwelcome conduct of a sexual nature. This includes both unwelcome physical touching, blocking, staring, making sexual gestures, making or displaying sexual drawings or photographs, and unwelcome verbal conduct, such as sexual propositions, slurs, insults, jokes and other sexual comments.
- An employee's conduct will be considered unwelcome and in violation of this policy when the employee knows, or should know, that it is unwelcome to the person subjected to it.



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SUBJECT: Policy against Harassment in the Workplace – TAG POLICY MEMORANDUM 4

b. Other harassment.

- No one may harass anyone because of that person's race, color, age, gender, religion, ancestry, national origin, or in connection with illegal retaliation.
- Examples of conduct prohibited by this policy include using racial/ethnic/national origin slurs, offensive stereotypes, or joking. Other examples of prohibited conduct include inappropriate behavior/joking relating to an employee's disability, physical characteristics, religion, or age.

2. Making complaints and reporting violations. If you are a victim of harassment, you are requested and encouraged to bring this to the attention of a supervisor or management official and/or make a complaint to DMA or WING EEO office. Complaints may be made verbally and/or in writing. While the DMA and WING leadership will seriously consider all complaints, anonymous complaints pose a unique challenge, and will, in most cases, be referred to the chain of command/supervision for appropriate inquiry. Procedural requirements for making complaints vary based on the employment status of each employee as well as the type of harassment involved.

a. If you are a Federal employee, you may make your complaint to a manager or supervisor in your technician chain. You may also file your complaint with the Equal Employment Opportunity (EEO) Manager at 608-242-3702 or DSN 724-3702, or one of the appointed EEO Counselors. A list of EEO Counselors is posted on your facility bulletin board, as "Wisconsin National Guard Equal Employment Office Collateral Staff".

b. If you are an AGR employee or Traditional National Guard member, you should make your complaint to the Supervisor or Commander at your lowest chain of command. If this person is also the person you are complaining about, you should make your complaint to the Commander at the next level of command. You may also make your complaint to the EEO Manager at 608-242-3702, or DSN 724-3702.

c. If you are a DMA State of Wisconsin employee, you should make your complaint to the DMA State Human Resources Officer, at 608-242-3163/DSN 724-3163 or members of the State Affirmative Action Advisory Committee.

d. You are not required to complain first to the person who is harassing you.

e. Similarly, if you observe harassment of another employee, you are requested and encouraged to report this to someone in your supervision chain or chain of command.

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SUBJECT: Policy against Harassment in the Workplace – TAG POLICY MEMORANDUM 4

f. No reprisal, retaliation, or other adverse action will be taken against any employee for making, in good faith, a complaint, or reporting harassment, or for assisting in the investigation of any such complaint. Any suspected retaliation or intimidation should be reported immediately to one of the persons described above.

3. Investigation of complaints and reports of illegal behavior. The DMA and WING will promptly and thoroughly investigate any complaint or reports of a violation of this policy. A thorough investigation can take several weeks, in some cases. You may, at any time, ask the person to whom you complained or reported about the status of the investigation.

4. The DMA and WING will take prompt disciplinary and remedial action, if an investigation shows a violation of this policy. Depending on the circumstances and the status of the employee, the disciplinary action may range from a warning to a discharge. A complaint or report that this policy has been violated is a serious matter. Dishonest complaints or reports are also against policy, and the DMA and WING will take appropriate disciplinary action if its investigation reveals that deliberately dishonest and bad faith accusations have been made.

5. If you have questions about my policy, please contact one of the following offices:

- Federal EEO Manager – 608-242-3702 or DSN 724-3702
- DMA State Human Resources Officer – 608-242-3163 or DSN 724-3163
- Human Relations/EO Officer (Army) - 608-242-3702 or DSN 724-3702
- Military Equal Opportunity (MEO) (Air) - 608-242-3702 or DSN 724-3702

///Signed\\

DONALD P. DUNBAR  
Brig Gen (WI), WI ANG  
The Adjutant General